



## Finance Committee

### AGENDA

Monday, May 17<sup>th</sup>, 2021 at 1:00 PM

CLSD Headquarters, 38901 Ocean Drive, Gualala, CA

Due to the Covid-19 pandemic, all Brown Act Board meetings are held in person at the Platt Training Center utilizing protective measures and via teleconference. To join the board meeting virtually, please:

Meeting Link: <https://clsd.my.webex.com/clsd.my/j.php?MTID=maf3c8efcf32269b6345f2e6e35c4c0e0>

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|--|-------------|
| 1. Call to Order   | Tilles      |
| 2. Agenda Approval   | Tilles      |
| 3. Minutes Approval: April, 2021 meeting                       | Tilles      |
| 4. Privilege of the floor                                      | Tilles      |
| 5. RCMS Urgent Care Budget FY22                                | Chakrabarti |
| 6. Ambulance revenue – Wittman (YTD)                           | Crowl       |
| 7. Expenses YTD  | Crowl       |
| 8. Cash Flow   | Crowl       |
| 9. Banking review  | Crowl       |
| 10. Ambulance transport data YTD                               | Crowl       |
| 11. Other:   | Crowl       |
| • FY22 Preliminary Budget                                      |             |
| • GEMT-QAF / IGT updates                                       |             |
| • Write-off/Hardship CLSD Billing Update                       |             |
| 12. Shout out  | Open to all |
| 13. Next FC Meetings – Third Wednesdays of the month, 9:00 AM. |             |
| • June 16 <sup>th</sup> 2021                                   |             |
| • July 21 <sup>st</sup> 2021                                   |             |
| • August 18 <sup>th</sup> 2021                                 |             |
| 14. Adjournment  |             |

### CLSD AMBULANCE REVENUE

	A	B	C	D	E	F	G	H	I	J	K	L	M
	BILLABLE INCIDENTS	CHARGES	MCARE WRITE DOWNS	MCAL WRITE DOWNS	OTHER CONTRACTUAL WRITE DOWNS	NET CHARGES	PAYMENTS	REFUNDS	NET PAYMENTS	BAD DEBT WRITE OFFS	OTHER WRITE OFFS	ADJ	NEW A/R BALANCE
<b>FY20</b>													
APR '20	46	\$ 179,336	\$ 61,654	\$ 36,685	\$ 9,182	\$ 71,815	\$ 42,942	\$ 848	\$ 42,094	\$ -	\$ -	\$ -	\$ 446,772
MAY '20	44	\$ 178,031	\$ 89,447	\$ 30,422	\$ 778	\$ 57,384	\$ 71,715	\$ 196	\$ 71,519	\$ -	\$ -	\$ 306	\$ 432,943
<b>FY21</b>													
JULY '20	60	\$ 234,039	\$ 100,164	\$ 39,824	\$ 11,326	\$ 82,725	\$ 53,954	\$ 250	\$ 53,704	\$ 9,460	\$ 3,477	\$ 243	\$ 405,260
AUG '20	55	\$ 250,373	\$ 110,193	\$ 38,146	\$ 4,986	\$ 97,048	\$ 71,580	\$ 1,154	\$ 70,426	\$ -	\$ (0.19)	\$ -	\$ 431,882
SEPT '20	61	\$ 252,324	\$ 96,311	\$ 43,517	\$ 7,999	\$ 104,497	\$ 68,602	\$ -	\$ 68,602	\$ -	\$ 4,929	\$ -	\$ 462,848
OCT '20	58	\$ 253,498	\$ 99,962	\$ 39,992	\$ 2,269	\$ 111,276	\$ 70,665	\$ -	\$ 70,665	\$ -	\$ -	\$ -	\$ 503,459
NOV '20	48	\$ 204,221	\$ 75,028	\$ 47,860	\$ 2,579	\$ 78,754	\$ 95,678	\$ -	\$ 95,678	\$ -	\$ -	\$ 96	\$ 486,631
DEC '20	39	\$ 156,802	\$ 94,882	\$ 10,651	\$ 21,820	\$ 29,449	\$ 54,496	\$ -	\$ 54,496	\$ -	\$ -	\$ -	\$ 461,583
JAN'21	58	\$ 237,442	\$ 106,998	\$ 41,155	\$ 11,841	\$ 77,448	\$ 60,700	\$ -	\$ 60,700	\$ -	\$ -	\$ 158	\$ 478,489
FEB'21	57	\$ 211,610	\$ 77,196	\$ 32,249	\$ 333	\$ 101,832	\$ 36,867	\$ 7,839	\$ 29,028	\$ -	\$ 1,044	\$ -	\$ 550,249
MAR'21	44	\$ 165,670	\$ 62,820	\$ 36,698	\$ 8,928	\$ 57,223	\$ 75,587	\$ 330	\$ 75,257	\$ 40,118	\$ 20,365	\$ -	\$ 471,732
APR'21	73	\$ 239,711	\$ 114,324	\$ 79,460	\$ 7,988	\$ 37,939	\$ 41,009	\$ 3,576	\$ 37,433	\$ -	\$ 2,911	\$ -	\$ 469,328

APR '20	46	\$ 179,336	\$ 179,336	\$ 179,336	\$ 179,336	\$ 179,336	\$ 179,336	\$ 179,336	\$ 179,336	\$ 179,336	\$ 179,336	\$ 179,336	\$ 179,336
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<b>FY To Date</b>	553	\$ 2,205,689	\$ 937,877	\$ 409,552	\$ 80,069	\$ 778,192	\$ 629,138	\$ 13,149	\$ 615,989	\$ 49,578	\$ 32,726	\$ 496
<b>Last 12 Months</b>	643	\$ 2,563,057	\$ 1,088,978	\$ 476,658	\$ 90,029	\$ 907,391	\$ 743,795	\$ 14,193	\$ 729,602	\$ 49,578	\$ 32,726	\$ 802

<b>Monthly Average FY To Date</b>	55	\$ 220,569	\$ 93,788	\$ 40,955	\$ 8,007	\$ 77,819	\$ 62,914	\$ 1,315	\$ 61,599	\$ 4,958	\$ 3,273	\$ 50
<b>Monthly Average Last 12 Months</b>	54	\$ 213,588	\$ 90,748	\$ 39,722	\$ 7,502	\$ 75,616	\$ 61,983	\$ 1,183	\$ 60,800	\$ 4,131	\$ 2,727	\$ 67

AGING (307)							
Month	Current (76)	31-60 (51)	61-90 (33)	91-120 (20)	121-180 (22)	180+ (105)	Balance
APR	\$ 80,953	\$ 61,305	\$ 51,220	\$ 27,960	\$ 55,804	\$ 192,085	\$ 469,328

<b>CMS TRANSPORTS ON -HOLD</b>		
<b>TOTAL</b>	<b>\$ 2,883.04</b>	APR

## Coast Life Support District Profit & Loss Budget Overview FY21 July 2020 through April 2021

	Jul '20 - Apr 21	Budget	\$ Over Budget	% of Budget
<b>Ordinary Revenue/Expense</b>				
<b>Revenue</b>				
<b>4000 · CLSD Special Taxes</b>	2,186,953.69	1,792,534.16	394,419.53	122.0% <sup>1</sup>
<b>4100 · Interest Revenue</b>	43.53	0.00	43.53	100.0%
<b>4200 · Ambulance Revenue</b>	751,152.11	541,666.66	209,485.45	138.7% <sup>2</sup>
<b>4400 · Miscellaneous Revenue</b>	67,473.97	0.00	67,473.97	100.0%
<b>4410 · Intergovermntl Transport(IGT)</b>	0.00	208,333.34	-208,333.34	0.0%
<b>4420 · Ground Emerg Med Transport</b>	0.00	16,666.67	-16,666.67	0.0%
<b>4421 · GEMT QAF Income</b>	0.00	0.00	0.00	0.0%
<b>4500G · Training Grant Revenue</b>	140,116.69	124,996.00	15,120.69	112.1% <sup>3</sup>
<b>Total Revenue</b>	3,145,739.99	2,684,196.83	461,543.16	117.2%
<b>Expense</b>	2,828,020.47	2,659,660.41	168,360.06	106.3% <sup>4</sup>
<b>Net Ordinary Operating Surplus</b>	317,719.52	24,536.42	293,183.10	
	0.00	0.00	0.00	
<b>Net Income</b>	<b>317,719.52</b>	<b>24,536.42</b>	<b>293,183.10</b>	

1. 4000 -CLSD Parcel Tax is showing higher than budget due to receiving higher payment for Mendo & Sonoma Co. in April. By end of the FY21 this should be closer to anticipated Budget.

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2. NET BILLING: \*Ref Wittman YTD Report (acc 4220 + Column F minus H/K/L)

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3. Training Grant - reimbursement of Services, payroll, employer taxes, training equipment.  
Revenues represents accrual grant expenses (invoiced) to the Training Grant.  
Some expenses (ex: Training Equipment ~22k) were purchases at the beginning of the Grant and are showing higher than budgeted. Seeing the gap close as we get closer to end of FY21. Will continue to monitor expenses.

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4. 5000-wages & benefits  
5300-Payroll taxes: Payroll Taxes - Higher than normal due to transition of District Administrators, DA step increase, retention salary. Also, there were three pay periods in July and Dec FY21. Jan FY21 Prior DA Retired and CLSD should see this decrease. Seeing a Decrease as we end FY21  
5405-Admin Salary: Higher than normal due to the New DA Step increase and retention salary. The Opt's Manager's Ambulance Wage not split out from his Admin Salary (Budgeted to 5410), as well as, three pay periods in July & Dec FY21. Increase hours for Grant prep and maintenance. Prior DA has retired in Jan FY21 and CLSD should start seeing a decrease. In Mar we have seen this decrease (Total Wage & Benefits in Feb: \$47,820.35 & Mar \$34,152.39= -\$13,668.11). Seeing a decrease from last month and as we end the FY21  
5430-Some expense not yet realized.  
5500-Work Comp Insurance: billing based on the Annual SDRMA-WC PAYROLL RECONCILIATION REPORT. Billing adjustments (charges/credits) are made based on those finding. Received a rebate/refund of 5,489.04 in Oct. (based on Annual PR Reconciliation). An increase to wages in FY21 ( Operations and REMSTC Grant) are expected. Part of the Work Comp is being coded to the Training Grant.  
  
Purchase of Training Grant equipment hit in Dec.(Reimbursed by the Training Grant) Budgeted expense are split over 12 months FY21  
  
Provider Match and Fee ~133k incld here. Revenue not yet realized.

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**Coast Life Support District**  
**Profit & Loss Budget Overview FY21**  
 July 2020 through April 2021

	Jul '20 - Apr 21	Budget	\$ Over Budget	% of Budget
<b>Ordinary Revenue/Expense</b>				
<b>Revenue</b>				
4000 · CLSD Special Taxes				
4001 · Mendocino County Taxes	1,223,882.85	1,006,607.50	217,275.35	121.6%
4002 · Sonoma County Taxes	963,070.84	785,926.66	177,144.18	122.5%
<b>Total 4000 · CLSD Special Taxes</b>	<b>2,186,953.69</b>	<b>1,792,534.16</b>	<b>394,419.53</b>	<b>122.0%</b>
4100 · Interest Revenue	43.53	0.00	43.53	100.0%
4200 · Ambulance Revenue				
4201 · Amb Transport Billings	751,152.11	541,666.66	209,485.45	138.7%
<b>Total 4200 · Ambulance Revenue</b>	<b>751,152.11</b>	<b>541,666.66</b>	<b>209,485.45</b>	<b>138.7%</b> <sup>1</sup>
4400 · Miscellaneous Revenue	67,473.97	0.00	67,473.97	100.0%
4410 · Intergovermntl Transport(IGT)	0.00	208,333.34	-208,333.34	0.0%
4420 · Ground Emerg Med Transport	0.00	16,666.67	-16,666.67	0.0%
4421 · GEMT QAF Revenue	0.00	0.00	0.00	0.0%
4500G · Training Grant Revenue	140,116.69	124,996.00	15,120.69	112.1%
<b>Total Revenue</b>	<b>3,145,739.99</b>	<b>2,684,196.83</b>	<b>461,543.16</b>	<b>117.2%</b>
<b>Expense</b>				
5000 · Wages and Benefits	1,440,302.18	1,406,447.52	33,854.66	102.4%
5000G · Wages & Benefits-Training Grant	113,834.58	107,947.50	5,887.08	105.5%
6000 · Ambulance Operations	156,306.12	151,810.01	4,496.11	103.0%
6000G · Training Grant Operations				
6100G · Training Grant Station/Equipment	23,782.11	14,005.82	9,776.29	169.8%
<b>Total 6000G · Training Grant Operations</b>	<b>23,782.11</b>	<b>14,005.82</b>	<b>9,776.29</b>	<b>169.8%</b>
66000 · Payroll Expenses	0.00	0.00	0.00	0.0%
6700 · Overhead/Administration				
6180 · Utilities	13,528.78	11,666.67	1,862.11	116.0%
6188 · Telephone	6,061.11	5,416.67	644.44	111.9%
6300 · Insurance	14,953.00	14,958.33	-5.33	100.0%
6713 · Ambulance Billing	30,197.98	32,500.00	-2,302.02	92.9%
6714 · GEMT QAF Expense	14,858.00	11,687.50	3,170.50	127.1%
6718 · Office Supp/Equip/Software	9,355.97	10,000.00	-644.03	93.6%
6720 · Board Expenses	6,584.72	20,833.33	-14,248.61	31.6%
6730 · Consultants	36,787.93	37,916.68	-1,128.75	97.0%
6742 · Bank/Merchant Fees	1,576.86	1,416.67	160.19	111.3%
6755 · Property Tax Admin	21,680.79	14,583.33	7,097.46	148.7%
6760 · Education/Professional Dev	3,425.95	4,166.67	-740.72	82.2%
6765 · Election Costs/Reserve	326.40	0.00	326.40	100.0%
6770 · Dues, Subscrip, Membership	9,256.10	12,500.00	-3,243.90	74.0%
6788 · Printing & Reproduction	1,382.71	2,500.00	-1,117.29	55.3%
6795 · Travel/Transportation	0.00	4,166.67	-4,166.67	0.0%
6970 · Community Dev/Training	6,851.13	6,250.00	601.13	109.6%
<b>Total 6700 · Overhead/Administration</b>	<b>176,827.43</b>	<b>190,562.52</b>	<b>-13,735.09</b>	<b>92.8%</b>
6700G · Overhead/Administration -Training Grant				
6730G · Consultants	2,500.00	2,500.00	0.00	100.0%
6795G · Travel & Conferences	0.00	5,792.50	-5,792.50	0.0%
6970G · Meals (annual conference)	0.00	375.00	-375.00	0.0%
<b>Total 6700G · Overhead/Administration -Training Grant</b>	<b>2,500.00</b>	<b>8,667.50</b>	<b>-6,167.50</b>	<b>28.8%</b>
6971 · IGT	133,355.00	0.00	133,355.00	100.0%
7000 · Urgent Care	692,373.33	692,373.33	0.00	100.0%

## Coast Life Support District Profit & Loss Budget Overview FY21 July 2020 through April 2021

	Jul '20 - Apr 21	Budget	\$ Over Budget	% of Budget
<b>8000 · Interest Expense</b>	893.51	0.00	893.51	100.0%
<b>9000 · Other Expenses</b>	0.00	0.00	0.00	0.0%
<b>9500 · Depreciation Expense</b>	87,846.21	87,846.21	0.00	100.0%
<b>9999 · Prior Period Adjustment</b>	0.00	0.00	0.00	0.0%
<b>Total Expense</b>	2,828,020.47	2,659,660.41	168,360.06	106.3%
<b>Net Ordinary Operating Surplus</b>	317,719.52	24,536.42	293,183.10	
<b>Net Revenue</b>	0.00	0.00	0.00	
	<b>317,719.52</b>	<b>24,536.42</b>	<b>293,183.10</b>	

1. NET BILLING: \*Ref Wittman YTD Report (acc 4220 + Column F minus H/K/L)  
.....
2. IGT Receivable: the amount receivable for IGT/transport historically will not reflect until later in FY21  
.....
3. GEMT Receivable: the amount receivable for IGT/transport historically will not reflect until later in FY21  
.....
4. Training Grant - reimbursement of Services, payroll, employer taxes, training equipment.  
Revenues represents accrual grant expenses (invoiced) to the Training Grant.  
Some expenses (ex: Training Equipement ~22k) were purchases at the beginning of the Grant and are showing higher than budgeted. Seeing the gap close as we get closer to end of FY21. Will continue to monitor expenses.  
.....
5. Admin Salary: Higher than normal due to the New DA Step increase and retention salary. The Opt's Manager's Ambulance Wage not spilt out from his Admin Salary (Budgeted to 5410), as well as, three pay periods in July & Dec FY21. Increased hours to handle Grant . Prior DA has retired in Jan FY21 and CLSD should start seeing a decrease. In Mar we have seen this decrease (Total Wage & Benefits in Feb: \$47,820.35 & Mar \$34,152.39= -\$13,668.11). Continues to decrease the closer to end of FY21  
.....
6. Training Grant Amb Ops Wages are more heavy upfront (multiple classes being held at this time). By Summer we should see a lull and balance out. Purchase of Training Grant equipment hit in Dec.(Reimbursed by the Training Grant) Budgeted expense are split over 12 months FY21 Seeing this decrease as we end the FY21  
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7. DA Recruitment- New DA in place. expenses complete. Budget also included New "BRANDING" -in pending status.  
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8. CPA for the Close of FY20 invoice not yet realized. Expect before the end of FY21.  
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9. Expenses put on hold due to COVID-19  
.....
10. Provider Match and Fee  
.....

FY 21 Cash Projection	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Bank balance 4/31/21	1,204,377	1,841,221	1,666,905	1,492,589	1,318,273	1,143,957	969,641	1,321,749	1,780,645	1,606,329	1,432,013	1,257,697
SAMHSA Trng Grant	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Prop Tax EMS/UC	426,477						526,424	633,212				355,822
GEMT or GEMT-QAF												
IGT	384,683											
Ambulance Revenue	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Salaries & Benefits	142,031	142,031	142,031	142,031	142,031	142,031	142,031	142,031	142,031	142,031	142,031	142,031
All other expenses	117,285	117,285	117,285	117,285	117,285	117,285	117,285	117,285	117,285	117,285	117,285	117,285
1st installment Amb												
IGT funding												
	1,841,221	1,666,905	1,492,589	1,318,273	1,143,957	969,641	1,321,749	1,780,645	1,606,329	1,432,013	1,257,697	1,439,203
Charles Schwab Invest.	301,004	301,004	301,004	301,004	301,004	301,004	301,004	301,004	301,004	301,004	301,004	301,004

**IGT FY19/20 + (18 months)**

DHCS aligning FY and CY - Two pending "Provider Match" periods: (1) 12 mos, (1) 6 mos. (see Apr/May 2021)

Eff. Range	Wire due:	Provider Match+fee	Est'd Net	Est'd IGT check
7/19-6/20	Q2 CY21	134,683	250,000	384,683
7/20-12/20	Q3/Q4 CY21	73,926	125,000	198,926

funding cycle(s) delayed due to Covid-19

SAMHSA Rural EMS Training Grant: 10 months of \$200K in FY21 Grant year is Sep - Aug. Fiscal Year July - June). \$50K installments simply representational - not precise timing. Dependent on 2nd year funding

Measure J - EMS tax passed by voters Combined parcel tax levies above include the increased EMS levy and the maxed UC levy.



Sonoma County pays in Dec and Apr  
Mendocino County pays in Jan and May

**Long-Term Planning** AB1705 - potential tripling/quadrupling of IGT/GEMT funding - begins in FY22. Unknown yet when revenue might be realized

NOTE: GEMT cost report for FY2019 continues to be delayed as of Nov 2020 with no projected due date as well as FY2020 normally due to be filed by Nov 30th every year.

### CLSD RUN DATA for the PRECEEDING 12 MONTHS

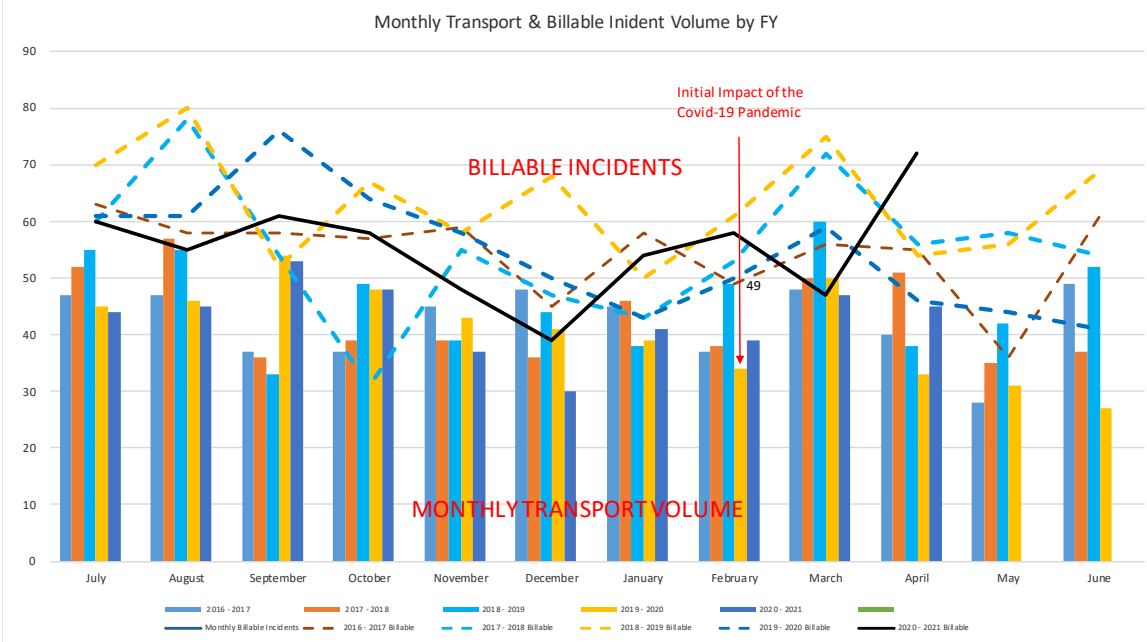
ALL SHADED COLUMNS ARE PREVIOUS YEAR DATA

MONTH <small>MOST CURRENT ON TOP</small>	INCIDENT		PCR		RESIDEN		ALS		DAYTIME		NIGHT		TOTAL		LANDING		DRY RUN		T&R		TO RCMS		FROM RCMS			
	PATIENT CONTACT IN-FIELD		PATIENT CARE RECORD		RESI-DENT	NON RES	ADVANCED LIFE SUPPORT		9:00 AM TO 9:00 PM		9:00 PM TO 9:00 AM		TRANSPORTS			CANCELLED ON ROUTE			ALS		ALS		BLS			
	Current	Year Prior	Current	Year Prior	Current Year		Current	Year Prior	Current	Year Prior	Current	Year Prior	Current	Year Prior	Current	Year Prior	Current	Year Prior	Current	Year Prior	Current	Year Prior	Current	Year Prior	Current	Year Prior
21-Apr	88	65	72	44	67	5	37	31	67		21		45	33	7	4	18	10	27	11	1	1	10	6	1	2
21-Mar	61	73	47	61	44	3	47	47	43		18		47	49	6	6	14	10	15	10	1	3	7	14	0	0
21-Feb	80	69	59	47	49	9	49	30	55		25		39	34	5	1	18	16	20	16	1	1	5	11	0	0
21-Jan	67	64	54	49	29	12	41	30	64		3		41	39	7	6	17	14	13	11	5	1	3	8	0	0
20-Dec	60	67	43	51	37	2	30	36	43		17		30	40	5	4	18	7	13	11	0	1	5	10	0	0
20-Nov	64	84	49	63	41	7	37	47	51		13		37	48	8	9	14	22	12	11	1	0	6	13	0	0
20-Oct	84	84	63	58	54	16	47	47	68		16		48	48	9	7	22	17	11	16	0	2	13	11	0	0
20-Sep	84	94	63	66	43	18	53	51	64		16		53	54	15	12	17	20	10	23	1	0	9	13	0	1
20-Aug	79	85	56	61	57	9	45	41	63		16		45	45	5	11	22	22	11	13	3	1	14	13	0	3
20-Jul	79	84	57	61	53	14	44	45	63		16		44	45	7	9	18	11	13	16	2	2	19	11	0	0
20-Jun	47	67	42	38	31	10	27	29					27	30	5	7	5	15	15	8	0	0	7	7	0	7
20-May	67	87	38	58	39	10	29	41					30	42	7	5	15	19	8	14	0	4	7	10	1	0
	838	984	617	700	529	126	461	482	416	0	97	0	471	538	79	89	184	214	143	168	17	23	114	124	3	28
	Patient Contacts		PCR		RES / NON		ALS		Daytime		Night		T:Transports		LZ		DRY RUN		T&R		TO RCMS		FROM RCMS			

MONTHLY AMBULANCE DATA

Monthly Transports	July	August	September	October	November	December	January	February	March	April	May	June
2015 - 2016	52	39	39	34	28	35	47	29	49	38	57	42
2016 - 2017	47	47	37	37	45	48	45	37	48	40	28	49
2017 - 2018	52	57	36	39	39	36	46	38	50	51	35	37
2018 - 2019	55	55	33	49	39	44	38	49	60	38	42	52
2019 - 2020	45	46	54	48	43	41	39	34	50	33	31	27
2020 - 2021	44	45	53	48	37	30	41	39	47	45		

Monthly Billable Incidents	July	August	September	October	November	December	January	February	March	April	May	June
2016 - 2017 Billable	63	58	58	57	59	45	58	49	56	55	36	61
2017 - 2018 Billable	60	78	54	31	55	47	43	53	72	56	58	54
2018 - 2019 Billable	70	80	52	67	58	68	50	61	75	54	56	69
2019 - 2020 Billable	61	61	76	64	58	50	43	50	59	46	44	41
2020 - 2021 Billable	60	55	61	58	48	39	54	58	47	72		



CUMULATIVE AMBULANCE DATA

Cumulative Transports	July	August	September	October	November	December	January	February	March	April	May	June
2015 - 2016	52	91	130	164	192	227	274	303	352	390	447	489
2016 - 2017	47	94	131	168	213	261	306	343	391	431	459	508
2017 - 2018	52	109	145	184	223	259	304	343	393	444	479	516
2018 - 2019	55	110	143	192	231	275	313	362	422	460	502	554
2019 - 2020	45	91	145	193	236	277	316	350	400	433	464	491
2020 - 2021	44	89	142	190	227	257	298	337	384	429		

Cumulative Billable Incidents	July	August	September	October	November	December	January	February	March	April	May	June
2016 - 2017 Billable	63	121	179	236	295	340	398	447	503	558	594	655
2017 - 2018 Billable	60	138	192	223	278	325	368	421	493	549	607	661
2018 - 2019 Billable	70	150	202	269	327	395	445	506	581	635	691	760
2019 - 2020 Billable	61	122	198	262	320	370	413	462	521	554	598	639
2020 - 2021 Billable	60	115	176	234	282	311	365	423	470	552		

